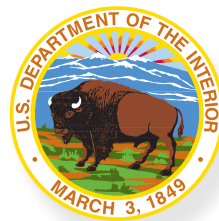


UNITED STATES DEPARTMENT OF THE INTERIOR

CITIZENS REPORT

SUMMARY OF PERFORMANCE & FINANCES FOR FY 2015



MISSION

The Department of the Interior protects and manages the Nation's natural resources and cultural heritage; provides scientific and other information about those resources; and honors its trust responsibilities and special commitments to American Indians, Alaska Natives, and affiliated island communities.



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About Interior

The Department of the Interior (DOI) plays a substantial role in the U.S. economy. According to the latest Economic Report in FY 2014, DOI supported nearly 2 million jobs, provided approximately \$200 billion value added and \$360 billion in economic activity. The DOI's work is performed by multiple bureaus and Departmental offices that take place at 2,400 locations throughout the Nation.

Economic Contributions

Americans and foreign visitors made nearly 423 million visits to DOI-managed lands. These visits supported approximately 375 thousand jobs, value added provided by visitors to DOI sites was estimated to be \$24 billion, and economic output was estimated to be \$42 billion.

Oil, gas, and coal produced from DOI-managed lands provided value added of approximately \$133 billion; estimated economic output contribution of \$230 billion; and an estimated 1 million jobs.

Hydropower, wind, and solar power projects on DOI lands were estimated to contribute \$5 billion in output and supported about 13,000 jobs.

The DOI stores and delivers water for irrigation, municipal and industrial (M&I), and other uses. The value of water varies widely according to location, type of use, and climatic conditions. The DOI irrigation and M&I water activities are associated with \$29 billion in value added, \$51 billion in output, and supported an estimated 379,000 jobs.

The DOI's support for tribal governments represents an important mechanism to facilitate economic development, improve Indian education, and improve the safety of Indian communities. This funding provided \$0.9 billion of economic value and contributed approximately \$1.2 billion to economic output and supported about 11,000 jobs.



Our Performance

The DOI's performance is tracked based on the integrated FY 2014-2018 Strategic Plan, which defines the goals, strategies, and performance measures under the following mission areas that reflect the priorities of the Secretary of the Interior:

- Celebrating and enhancing America's great outdoors;
- Strengthening tribal nations and insular communities;
- Powering our future and responsible use of the Nation's resources;
- Engaging the next generation;
- Ensuring healthy watersheds and sustainable, secure water supplies; and
- Building a landscape-level understanding of our resources.

For the purposes of the Citizens Report, a performance summary is provided using a collection of key indicators to gauge trends in performance through FY 2015 based on the information that was reported in the FY 2016/2017 Annual Performance Plan and 2015 Report (APP&R) published in February, 2016, as part of the release of the President's FY 2017 Budget; available on DOI website's Budget and Performance Portal at www.doi.gov/bpp.

Mission Area One & Supporting Measures	2012 Actual	2013 Actual	2014 Actual	2015 Target	2015 Actual
Mission Area One, Celebrating and Enhancing America's Great Outdoors					
Percent of DOI acres that have achieved desired conditions is known and as specified in management plans.	77%	74%	77%	77%	78%
Percent of migratory bird species that are at healthy and sustainable levels.	72%	72%	73%	73%	73%
Percent of historic structures in DOI inventory in good condition.	56%	53%	57%	56%	65%
Percent of visitors satisfied with the quality of their experience.	94%	94%	95%	95%	95%
Mission Area Two, Strengthening Tribal Nations and Insular Communities					
Percent of financial information initially processed accurately in trust beneficiaries' accounts.	100%	100%	100%	99%	100%
Violent (Part 1) crime incidents per 100,000 Indian Country inhabitants receiving law enforcement services.	412	442	419	437	460
Percent of community water systems (in Insular Areas) that receive health-based violation notices from the Environmental Protection Agency.	14%	19%	8%	10%	13%
Mission Area Three, Powering Our Future and Responsible use of the Nation's Resources					
Number of megawatts of approved generating capacity authorized on public land and the outer continental shelf (offshore) for renewable energy development while ensuring full environmental review (cumulative since 2009).	7,863	13,786	14,608	16,500	15,615
Percent of allowable sale quantity timber offered for sale consistent with applicable resource management plans.	85%	80%	76%	80%	80% (estimated)
Mission Area Four, Engaging the Next Generation					
Number of conservation-related work and training opportunities provided to young people.	19,175	15,546	16,644	23,356	35,952
Mission Area Five, Ensuring Healthy Watersheds and Sustainable, Secure Water Supplies					
Percent of water infrastructure in good condition as measured by the Facility Reliability Rating.	76%	79%	78%	70%	79%
Acre-feet of water conservation capacity enabled through Reclamation's conservation-related programs such as water reuse and recycling (Title XVI) and WaterSMART grants.	616,226	734,851	860,299	910,000	977,454

Our Performance (continued)

Mission Area & Supporting Measures	2012 Actual	2013 Actual	2014 Actual	2015 Target	2015 Actual
Mission Area Six, Building a Landscape-Level Understanding of Our Resources					
Number of communities on the geospatial platform that provide information relevant to landscape-level decision making.	N/A	N/A	17	20	20
Percent of targeted ecosystems with information products forecasting ecosystem change.	33%	33%	44%	44%	44%
Percent completion of earthquake and volcano hazard assessments for moderate to high hazard areas.	37%	38%	38%	40%	41%
Percent of U.S. with completed consistent water availability products.	N/A	0%	17%	20%	20%

Agency Priority (Performance) Goals

Agency Priority Goals represent DOI priorities to significantly improve near-term performance with 24 months to improve outcomes or speed progress on projects and processes critical to DOI's mission and attainment of national goals. The Secretary and Deputy Secretary have used the visibility of these goals, quarterly progress reviews, and information learned through the collaborative process to ensure supporting programs are adequately resourced. Senior level attention on key milestones, accurately quantified performance results compared to plans, and implementation of alternate strategies where needed, assist in ensuring results are achieved. The following table provides a brief status of the Agency Priority Goals being pursued for FY 2015-2016.

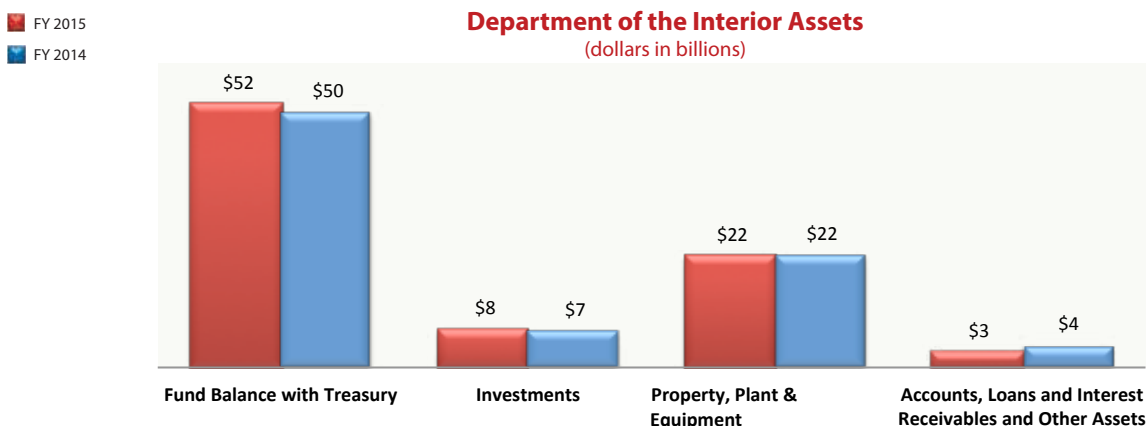
Agency Priority Goal Statement	Results achieved as of the 4th Quarter FY 2015
Renewable energy resource development. By September 30, 2015, increase approved capacity authorized for renewable (solar, wind, and geothermal) energy resources affecting DOI managed lands, while ensuring full environmental review, to at least 16,500 Megawatts (since the start of FY 2010).	Goal nearly achieved as some cases experienced technical delays; 15,615 mw of capacity approved.
Water conservation. By September 30, 2015, DOI will further enable the capability to increase the available water supply for agricultural, municipal, industrial, and environmental uses in the Western United States through Bureau of Reclamation (BOR) water conservation programs to 840,000 acre-feet, cumulatively since the end of FY 2009.	Additional funding provided for more capacity approvals than expected through 977,454 acre-feet of water conservation.
Safer and More Resilient Communities in Indian Country. By September 30, 2015, reduce rates of repeat incarceration in three target tribal communities by 3 percent through a comprehensive "alternatives to incarceration" strategy that seeks to address underlying causes of repeat offenses, including substance abuse and social service needs through tribal and federal partnerships.	Goal Achieved; 81 repeat offenses of 150 habitual offenders.
Engaging the Next Generation. By September 30, 2015, DOI will provide 40,000 work and training opportunities over two fiscal years (FY 2014 and FY 2015) for individuals age 15 to 35 to support the mission of the DOI.	Goal Achieved; This goal was expanded in FY 2015 to include Millennials. 16,644 individuals/opportunities provided among ages 15-25 in FY 2014 plus 35,952 among ages 15-35 in FY 2015 for a 2-year total of 52,596.
Oil and gas resources management. By September 30, 2015, Bureau of Land Management (BLM) will increase the completion of inspections of Federal and Indian high risk oil and gas cases by 9 percent over FY 2011 levels, which is equivalent to covering as much as 95 percent of the potential high risk cases.	Goal Achieved; 100 percent of the 1,726 high-risk cases inspected.
Climate change adaptation. By September 30, 2015, DOI will demonstrate maturing implementation of climate change adaptation as scored when carrying out strategies in its Strategic Sustainability Performance Plan.	Goal Achieved; 497 points scored toward addressing identified climate change adaptation strategies.

Finances

This Summary of Performance and Financial Information provides a concise snapshot of DOI's most critical financial elements. The DOI's mission is vast in both economic and physical terms, and we embrace the fact that sound financial management is a cornerstone of effective and efficient stewardship over the resources for which we are responsible. Only with effective financial management can DOI ensure it accomplishes its mission and goals, and ensure the American public that we are effectively utilizing the resources we are provided.

Assets

The DOI is steward of more than \$84 billion in assets. The DOI manages more than 500 million acres of land area, and 700 million acres of subsurface minerals. The following graph depicts the major categories of assets that we report:

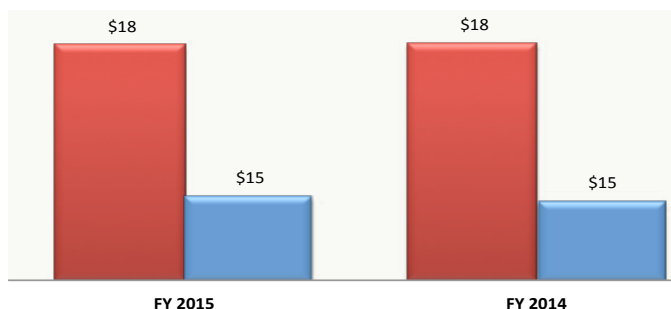


Budget by Source

Most of DOI's funding comes from general government funds administered by the U.S. Treasury and appropriated by Congress. The DOI budgets emphasize constraint and as a result there is a focus on identifying efficiencies and cutting costs. The DOI's FY 2015 budget included \$11 billion in discretionary appropriations and \$7 billion in permanent appropriations. Additional spending authority is provided through offsetting collections, cost recovery, fees, and borrowing activity.

Budget by Source
(dollars in billions)

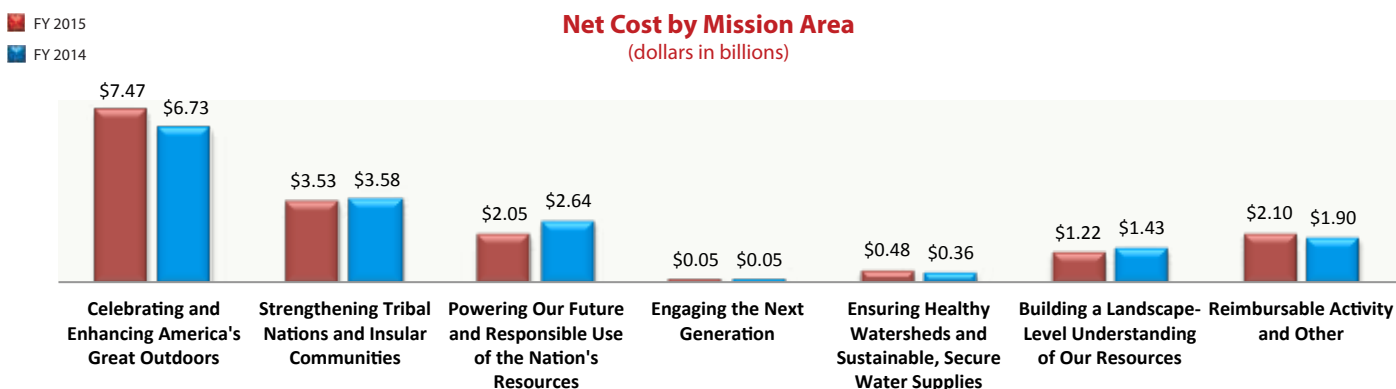
■ Appropriations Enacted
■ Offsetting Collections, Borrowing and Contract Authority



In FY 2015, an audit was conducted resulting in a clean audit opinion. Complete financial information can be found at www.doi.gov/pfm/afr/2015/.

Net Costs

Most of DOI's costs are directly related to providing services to the public. The DOI's net cost of operations for FY 2015 was \$17 billion. The DOI's net cost by mission area for FY 2015 is depicted in the chart below.



Providing Value to the American People

The mission of DOI is Protecting America's Great Outdoors and Powering Our Future. The DOI protects America's natural resources and heritage, honors our cultures and tribal communities, and supplies the energy to power our future. The DOI is made up of bureaus and offices charged to accomplish the broad mission entrusted to us by the American people.

The goal of the following presentation is to highlight each of the bureaus, their unique missions, and to demonstrate value provided to the American people. Each bureau selected a data-set to be visualized in an interactive dashboard. Images of the landing page and examples from two bureaus are presented below.

Access the data visualization via a web browser here: <https://www.doi.gov/pfmlafr/2015/visualization/value> or by clicking on the image below. When the portal is accessed, readers can hover over a logo and follow the link to explore each bureau presentation. Readers can also interact with the data by filtering, viewing detailed pop-ups, drilling down, or following links for more information.

Some examples of the data visualized include: recreation visits, economic contributions, land acreages, power generation, completed reclamation projects, and oil and gas production leasing, etc.

On the following pages are images from BOR and Office of Surface Mining Reclamation and Enforcement (OSMRE)'s dashboards.



United States Department of Interior

Our Mission: Protecting America's Great Outdoors and Powering Our Future

Providing Value to the American People

This dashboard highlights some of the many benefits provided by each of the Department's Bureaus.

Hover over a logo and follow the link to explore a unique dataset from each Bureau.



Pictured above is the landing page readers will see when arriving at the website.

Providing Value to the American People (continued)

On this page is an image from BOR's dashboard. This visualization and the data set on which it is based have not been audited.

Click on the image to interact with the live dashboard where readers can explore power statistics and agriculture values by sector.

Bureau of Reclamation

Average Kilowatt Hours Generated by State

(10 Year Net Generation Rolling Average)

BOR is the second largest producer of hydropower in the United States and operates 53 hydroelectric powerplants

click on a State to filter Power/Agriculture statistics



Select Map

- ☒ Average Kilowatt Hours Generated
- ☐ Average Equivalent Demand of # Households
- ☐ Average CO2 Lbs Displaced

Average Kilowatt Hours
Generated



41.2 billion

Average Equivalent Demand
of # Households



3,780.8 thousand

Average CO2 Lbs Displaced



92.7 billion

2013 Agriculture Value by Sector

(State: All)



Fruit farming

\$5,058,536,091



Vegetable and melon farming

\$3,622,805,095



All other crop farming

\$2,689,817,399



Grain farming

\$2,036,868,364



Tree nut farming

\$1,231,514,511



Sugarcane and sugar beet farming

\$390,791,968



Cotton farming

\$203,456,774



Oilseed farming

\$75,545,079

BOR provides 1 out of 5 (or, 140,000) Western farmers with irrigation water for 10 million farmland acres that produce 60 percent of the nation's vegetables and one quarter of its fresh fruit and nut crops



Providing Value to the American People (continued)

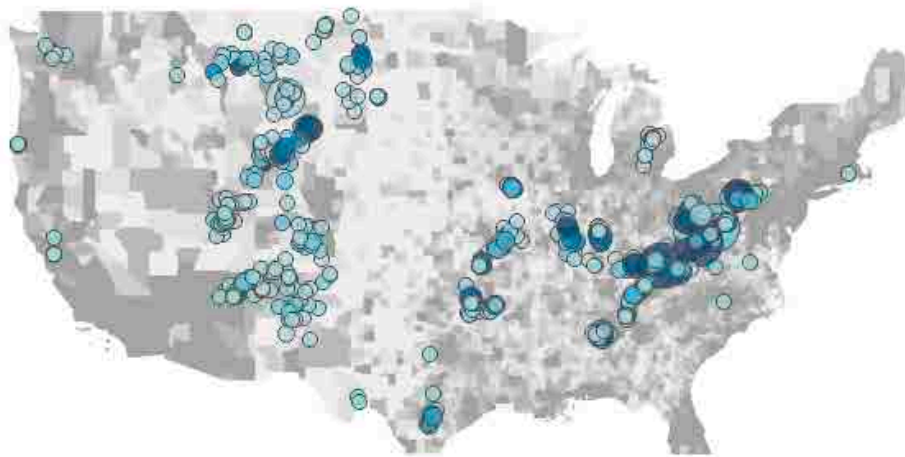
On this page is an image from OSMRE's dashboard on DOI's website. This visualization and the data set on which it is based have not been audited.

Click on the image to interact with the live dashboard where readers can explore completed abandoned mine reclamation accomplishments and costs from the inception of the program through September 30, 2015.

Office of Surface Mining Reclamation and Enforcement

Completed Abandoned Mine Land Reclamation (under SMCRA)

Inception through September 30th, 2015



The Surface Mining Control and Reclamation Act (SMCRA) created two programs:

- 1) An **abandoned mine land (AML) reclamation program**, funded by fees that operators pay on each ton of coal produced, to reclaim land and water resources adversely affected by coal mines abandoned before August 3, 1977.
- 2) A **regulatory program** to ensure that surface coal mining operations initiated or in existence after the effective date of the Act are conducted and reclaimed in an environmentally sound manner.

The points on the map are aggregated by State/Tribe and Project Type. The locations are not exact.

Select State/Tribe

(All)

Select Project Type

(All)

Completed Costs

\$3,487,150,436

\$0 \$25,000,000

This map includes expenditures from Interior's Abandoned Mine Land Reclamation Fund, either directly or through grants, for reclamation of abandoned mine land features by States, Tribes, OSMRE and other organizations. Costs include only construction related expenditures reported to OSMRE by the reclaiming organizations in OSMRE's Enhanced Abandoned Mine Land Inventory System.

These costs do not reconcile with Interior expenditures because they contain information from other sources.

Completed Acres

800,290

2014 U.S. Population

67 to 8,980

8,980 to 18,700

18,700 to 36,500

36,500 to 92,200

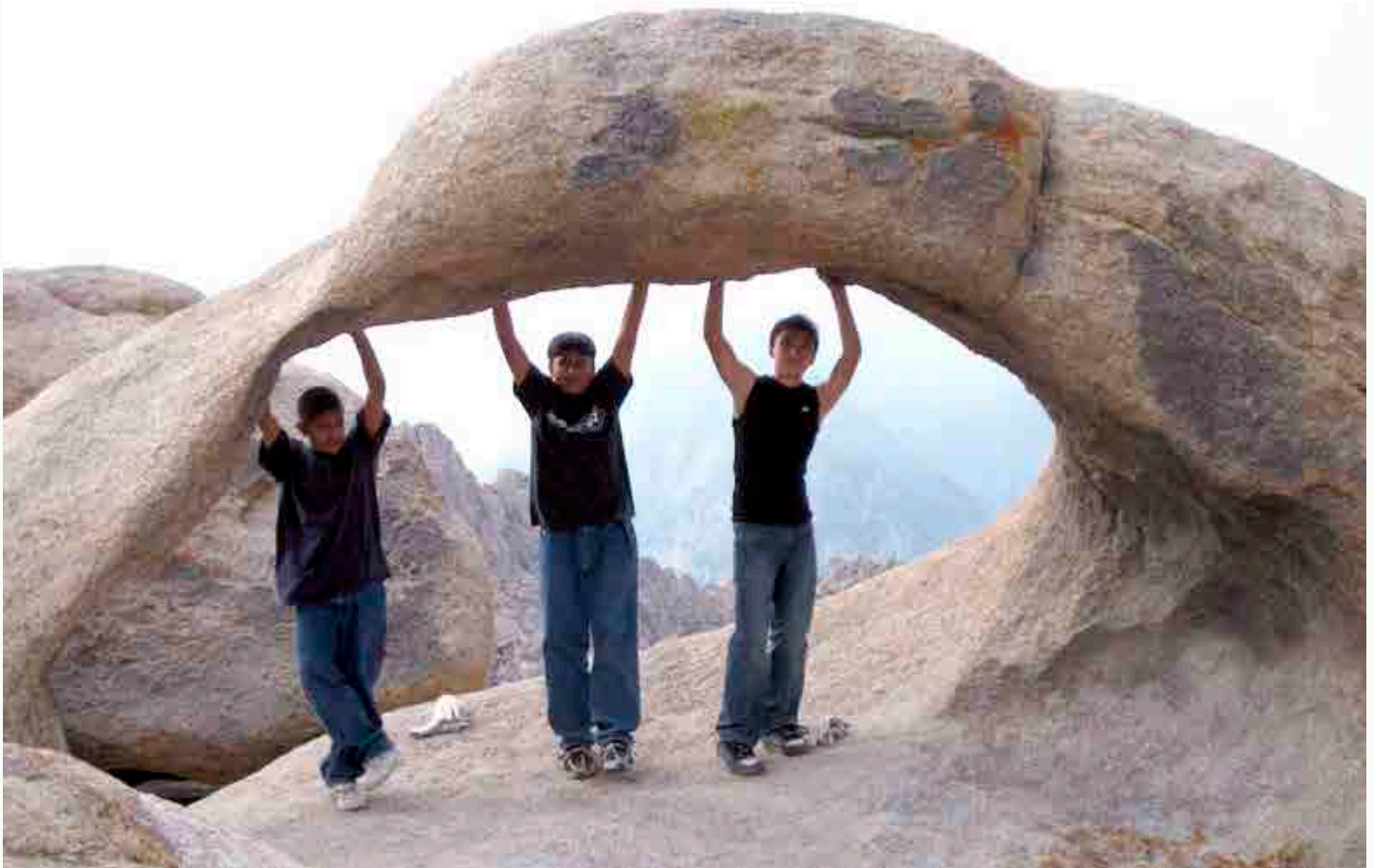
92,200 to 10,100,000

Midwestern Abandoned Mine Land Reclamation Project - (BEFORE & AFTER)



What's Ahead?

The DOI works to ensure that America's spectacular landscapes, unique natural and cultural resources and icons endure for future generations. The DOI tells and preserves the American story and maintains the special places that enable the shared American experience. At the same time, DOI manages mineral development on public lands and waters including oil, gas, coal, gold, uranium and others. The DOI manages and delivers water, arbitrates long-standing conflicts in water allocation, and actively promotes water conservation. As one of the Nation's primary natural and cultural resource stewards, DOI makes decisions regarding potential development on the public lands and offshore coastal areas that can greatly impact the Nation's energy future and economic strength. Factored in this balance is DOI's unique responsibility to American Indians and Alaska Natives. The DOI supports cutting edge research in the earth sciences – geology, hydrology, and biology – to inform resource management decisions and in earthquake, volcano, and other hazards to protect communities across the Nation and the world. The DOI's activities are guided by a Strategic Plan and a set of Priority Performance Goals. The following initiatives exemplify how DOI will maintain and build the capacity to carry out these responsibilities on behalf of the American people in the future.



Celebrating and Enhancing America's Great Outdoors - Nearly four years ago, President Barack Obama released the America's Great Outdoors (AGO) action plan, laying out a path to achieve lasting conservation of the outdoor spaces that power the Nation's economy, shape its culture, and provide recreational access to all Americans. The AGO initiative reinvigorated conservation partnerships and reconnected the public with the lands and waters that are the shared heritage of all Americans. Investments in America's great outdoors create millions of jobs and spur billions of dollars in

national economic activity through outdoor recreation and tourism.

The Fish and Wildlife Service (FWS) national wildlife refuge system is a critical component of the AGO initiative. The refuge system delivers conservation on a landscape level, delivering benefits such as improved water quality, flood mitigation, and important habitat for the survival and protection of endangered species. It also offers recreational opportunities such as fishing and wildlife watching. With 80 percent of the U.S. population residing in urban areas, these activities

and outdoor experiences are unfamiliar to many. To ensure the development of a new conservation constituency, FWS is actively developing strategies to engage urban audiences in meaningful, collaborative ways that build sustainable, broad-based support for its mission.

In 2016, the National Park Service (NPS) will celebrate 100 years of preserving and sharing America's natural, cultural, and historic treasures. The NPS will make investments to connect a new generation to America's Best Idea and to care for and maintain the national parks for the next 100 years.

Strengthening Tribal Nations and Insular Communities - The DOI maintains strong and meaningful relationships with Native and insular communities, strengthens government-to-government relationships with federally recognized tribes, promotes efficient and effective governance, and supports nation-building and self-determination. The DOI's programs deliver community services, restore tribal homelands, fulfill commitments related to water and other resource rights, execute fiduciary trust responsibilities, support the stewardship of energy and other natural resources, create economic opportunity, expand access to education, and assist in supporting community resilience in the face of a changing climate.

The FY 2016 budget included key investments to support the launch of The Generation Indigenous, an initiative focused on addressing barriers to success for American Indian and Alaska Native children and teenagers. In addition to DOI, multiple agencies—Education, Housing and Urban Development, Health and Human Services, Agriculture, Labor, and Justice—are working collaboratively with tribes on new and increased investments to implement education reforms and address issues facing youth. The Generation Indigenous initiative will support educational outcomes and provide wraparound services to help address barriers and provide opportunities for youth, including behavioral and mental health, and substance abuse services.

To promote public safety and community resilience in Indian communities, the FY 2016 law enforcement budget builds on recent successes in reducing violent crime and expands efforts to lower repeat incarceration in Indian Country, which is a DOI priority goal. In FY 2016, a pilot program to lower rates of repeat incarceration will be expanded from three sites to five, with the goal of reducing recidivism by a total of three percent within these communities by September 30, 2017. To achieve this goal, Bureau of Indian Affairs (BIA) will implement comprehensive alternatives to incarceration strategies that seek to address underlying causes of repeat offenses—including substance abuse and social service needs—by utilizing alternative courts, increased treatment opportunities, probation programs, and interagency

and intergovernmental partnerships with tribal, Federal, and state stakeholders.

Powering Our Future and Responsible Use of the Nation's Resources - The DOI protects and enables development of America's shared natural resources to supply the energy that powers the Nation's future. The DOI's efforts are critical to ensure all development—an energy, timber, forage, and non-energy mineral—are managed safely, smartly, and comply with the highest scientific and environmental standards. As a steward of lands, water, wildlife, and cultural heritage, DOI strives to ensure the sustainability of these assets to support the American economy, communities, and the well-being of the planet.

To encourage these resource stewardship and development objectives, DOI is shifting from a reactive, project-by-project resource planning approach to more predictable and effective management of its lands and resources. The goal is to provide greater certainty for project developers when it comes to permitting and better outcomes for conservation through more effective and efficient project planning. This approach to smart development is being incorporated into all of DOI's energy and natural resource planning and is an important part of the plan to accomplish President Obama's all-of-the-above energy strategy. The DOI's focus on powering America's energy future supports an all-inclusive approach—one that responsibly balances the development of conventional and renewable resources on the Nation's public lands.

As part of the President's all-of-the-above energy strategy to continue to expand safe and responsible domestic energy production, in January 2015, Secretary Jewell announced the next step in the development of the Outer Continental Shelf Oil and Gas Leasing Program for 2017-2022. The announcement for the Draft Proposed Program includes 14 potential lease sales in eight planning areas—ten sales in the Gulf of Mexico, three off the coast of Alaska, and one in a portion of the South and Mid-Atlantic. The Draft Proposed Program would make available areas with high potential for oil and gas, including nearly 80 percent of the undiscovered technically available resources, while protecting

environmental resources and areas that are simply too important to develop.

The DOI has made the development of renewable energy resources on America's public lands one of its top priorities. Public lands contribute 17 percent of hydropower, 2 percent of wind power, 47 percent of geothermal energy, and 47 percent of installed solar energy to the Nation's renewable energy generation capacity. In 2012, BLM successfully accomplished the Energy Policy Act 2005 goal of authorizing over 10,000 megawatts of renewable energy on public lands—3 years ahead of schedule—due in large part to a permitting process for renewable energy projects emphasizing early consultation with partners and stakeholders. The DOI is now working to reach 20,000 megawatts of permitted renewable energy capacity on public lands by 2020 in support of the President's Climate Action Plan to ensure America's continued leadership in clean energy.



Engaging the Next Generation—The future of America's public lands depends on young people becoming active stewards of the environment throughout their lives. The DOI has a unique opportunity to harness the strong spirit of community service and volunteerism alive within the Nation's youth, and encourage them to use their time, energy, and talent to enjoy and conserve America's natural and cultural treasures.

What's Ahead? (continued)

The DOI plays a key role in improving the Nation's future by introducing, involving, and encouraging the next generation as stewards of culture, history, land, water, and wildlife. In this dynamic and changing Nation, more and more people are isolated from the outdoors in cities and large urban areas. Young people are increasingly drawn indoors and are becoming inactive and disconnected from nature. To address the growing disconnect between young people and the outdoors, DOI developed strategies to promote public-private partnerships and collaborative efforts across all levels of government to connect young people with the land and inspire them to play, learn, serve, and work outdoors.

Youth engagement objectives continue to be a priority for DOI bureaus. In FY 2016, the FWS will expand youth programs and partnerships, including the partnership with the 21st Century Conservation Service Corps (21CSC), which is an important tool in reaching urban youth. The 21CSC puts young Americans to work protecting and

restoring public and tribal lands and waters. In 2016, FWS will work collaboratively with 21CSC partnerships across the Country to increase access to public lands and provide job training in natural resource conservation to America's youth. The United States Geological Survey (USGS) also conducts the Native Youth in Science summer camp to demonstrate how science topics learned in school relate to tribal culture and the environmental health of local lands. These developmental efforts are investments in the USGS workforce of the future and provide opportunities to introduce young people to their Earth and the field of biological science.

Ensuring Healthy Watersheds and Sustainable, Secure Water Supplies – The Nation and particularly the West, which is the fastest growing region in the United States, face serious water challenges related to climate change and competing demands. Adequate and safe water supplies are fundamental to the health, economy, security, and environment of the

country. Intensifying droughts, variable hydrology, and extreme weather events aggravate water shortages and floods, contribute to impaired water quality, and deplete groundwater resources. At the same time, population growth and new demands, including energy development, are increasing competition for supplies.

Extreme and exceptional drought continues in many basins and in some places reservoir supplies are averaging almost half of their historic levels. Snowpack, which acts like reservoir storage for many western basins, is diminishing. The aquifers on which millions of Americans rely for freshwater are being depleted at an accelerating rate, particularly where drought is forcing water users to increasingly depend on underground sources of freshwater. At the same time, the cost of maintaining water infrastructure continues to increase. New approaches are needed to ensure the resilience of the Nation's water infrastructure in the face of climate change and more volatile natural events, and to





provide prudent maintenance necessary to reliably deliver water supplies.

The DOI's collaborative WaterSMART initiative works to secure and enhance water supplies to benefit people, the economy, and the environment, and identifies adaptive measures that help to address climate change and future demands. The WaterSMART program's basin studies component leverages funding and technical expertise from BOR in a collaborative effort with knowledgeable state, tribal, and local water practitioners. Basin studies aim to identify practical, implementable solutions to existing or anticipated water shortages and to support related efforts to ensure sustainable water supplies. The basin studies conducted to date advance the state of knowledge about the dynamics of each particular watershed and generate a collective expertise to formulate constructive actions to address imbalances. In FY 2016, BOR is continuing strong partnerships with local water and conservation managers to conduct ongoing comprehensive water studies of river basins in Arizona, California, Colorado, Kansas, Montana, Oklahoma, and Oregon.

Building a Landscape-Level Understanding of Our Resources – The complexity of natural resource issues and changes in landscapes, both natural and human induced, are dramatically increasing in scope and impact. The DOI recognizes to effectively carry out its mission and priorities in the face of such widespread change, it must understand and make decisions at the landscape scale that balance conservation and development needs and enhance ecosystem and community resilience. Resource planning must consider the effects of management decisions across broader scales and multiple jurisdictions. To do this, DOI conducts applied and basic scientific research, collects data and monitors systems, and provides information and tools to help inform decision making within DOI as well as in local, tribal, state, national, and international communities.

The DOI develops the tools to analyze, visualize, translate, and apply science at multiple scales and across multiple landscapes to inform land and resource planning, policy, mitigation, and management. The USGS and the scientists of DOI's land and resource management

bureaus develop and provide baseline information regarding the health of ecosystems and the environment, natural hazards, and the impacts of climate change. This information and expertise is shared and leveraged with other Federal agencies, state, and local governments, tribes, academia, and communities.

In FY 2016, DOI will continue efforts to manage and promote the sustainability and resilience of ecosystems on a landscape scale, such as the California Bay-Delta, the Everglades, the Great Lakes, Chesapeake Bay, and the Gulf Coast. The DOI continues to face the challenge of providing relevant scientific information to land, water, and wildlife managers on a regular basis. The DOI also must continue to work effectively and efficiently across landscapes and watersheds with other Federal agencies, states, local and tribal governments, and private partners to formulate shared understandings and common strategies for land and resource managers to adapt to the challenges and ensure the resilience of our Nation's resources.

Effective and Efficient Management of the Department of the Interior

To continue mission essential operations and advance key priorities in a constrained and uncertain budget environment, DOI challenged all employees to take a look at the way we conduct business. Throughout DOI, bureaus and offices are evaluating their operations to see if there are better ways to accomplish the mission, identify management improvements, cut red tape, better align work, and find efficiencies. With a history of strong partnerships, leveraging resources, and collaboration with others, DOI has a strong head start on these challenges but continues to rethink operations and re-engineering processes.

The DOI has many positive achievements to

highlight over the past year, including the full deployment of the Financial and Business Management System (FBMS) to the cloud. This DOI-wide enterprise system positions DOI to effectively respond to audit and reporting requirements and to prepare for new requirements such as implementation of the Digital Accountability and Transparency Act of 2014 and the Federal Information Technology Acquisition Reform Act.

The DOI also made significant progress in its space consolidation efforts. In FY 2015, DOI consolidated 170 data centers, exceeding its goal of 169 and the original goal of 95 data centers. The DOI developed the Reduce the Footprint/Real Property

Efficiency Plan, which sets a goal to reduce office and warehouse space by 3 percent between 2016 and 2020. The plan focuses on consolidation activities in metropolitan areas with significant employee populations and high-cost leases, including the Denver, CO, and Washington, DC, metropolitan areas. Consolidations in Federally-owned space are a critical component of DOI's national space strategy, so DOI and the General Services Administration formed a working group in 2015 to evaluate these opportunities strategically and methodically. To date, the working group has conducted Principal-level meetings, formed sub-groups, drafted a charter, and developed a vision to guide the strategy.



On March 21, 1934, the third proposed site just south of the existing structure and Rawlins Square was selected. This plot, including the area between 18th and 19th Streets and C and E Streets, NW represented one of the few double-block sites in the city where an intervening street (D) could be eliminated for development. Waddy B. Wood, a prominent Washington, D.C., architect was selected to design the new Interior Building.

Management Challenges

While the DOI achieved significant progress in FY 2015, DOI identified additional and continuing challenges in collaboration with the Office of Inspector General (OIG). These are presented in the Inspector General's Statement Summarizing the Major Management and Performance Challenges Facing the U.S. Department of the Interior, included in Section 3 of the Agency Financial Report (AFR). The OIG's review addresses the challenges that the DOI faces in nine key priority areas: energy management; climate change; water programs; responsibility to American Indians and Insular Areas;

information technology; disaster response; acquisition & financial assistance; operational efficiencies; and public safety.

The DOI's leadership provides ongoing direction on these and other management issues in regular management reviews, quarterly reviews of performance including priority goals, and weekly meetings between the Deputy Secretary, Chief of Staff, and Inspector General. The DOI strives to support an effective risk management culture that enables individuals and groups to report risks in an informed manner and exercise

judgment to elevate risks when needed. Reflecting the importance DOI places on these matters, DOI achieved a completion rate of 88 percent (weighted) for successfully addressing FY 2015 planned corrective actions related to OIG and Government Accountability Office audit recommendations as compared to the DOI goal of 85 percent. The DOI provided timely and responsive input to the OIG through audit responses, corrective action plans, and completion of recommended program and policy changes about its plans to address these challenges.

We would like to hear from you!

Do you like this report? Do you believe it should include different or additional information? Please contact Office of Financial Management, Paul McEnrue, at PFM@ios.doi.gov or 202-208-4701.

More information is available on Interior's website, www.doi.gov.

